

# Leadership Competency Development Guide

## Competency Cluster: Promoting a High Performance Culture



### Competency: Developing Others

**Definition:** The ability and willingness to delegate responsibility, to work with others, and coach them to develop their capabilities.

**Behavioral Indicators:**

- Provides an environment where staff can learn from mistakes
- Encourages staff to use all available resources to complete their work activities
- Ensures that staff understand their own role and the role of their organization
- Regularly assesses staff's skills and knowledge to determine training and development needs
- Uses innovative approaches to provide a variety of learning opportunities to develop critical skills in staff

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> <li>• Schedule quarterly developmental meetings with staff</li> <li>• Research alternative approaches to development such as on-line classes, mentoring, shadowing, developmental assignments, etc.</li> <li>• Ensure that all new employees have a comprehensive on-boarding plan</li> <li>• Ensure that all employees have a current IDP</li> <li>• Give staff assignments that fit their strengths and developmental needs</li> <li>• Develop a unit training plan</li> <li>• Provide on-going feedback to staff</li> </ul>	<ul style="list-style-type: none"> <li>• Get feedback from staff on areas where you can improve</li> <li>• Interview someone who has an excellent track record of developing staff. Find out what they do and how they measure results.</li> <li>• Talk to an HR professional on how to develop effective on-boarding plans and IDPs.</li> <li>• Get a 360 degree evaluation on yourself.</li> </ul>	<ul style="list-style-type: none"> <li>• By April 30, I will have IDP's for every staff member.</li> <li>• By January 30, I will research all local colleges and universities to find out what courses could assist in the development of staff.</li> <li>• By November 30, I will review work expectations and development needs for each of my staff.</li> <li>• By May 30, I will assess staff training needs and schedule monthly training at staff meetings.</li> </ul>



# Leadership Competency Development Guide for Developing Others

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Developing Others in civil service.

## Resource Index



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## **Linked Documents**







Book Title	Author	Publisher	Year	Call Number
<b>360°feedback: The Powerful New Model for Employee Assessment &amp; Performance Improvement</b>	Mark R. Edwards and Ann J. Ewen	AMACOM	1996	HF5549.5.R3E33 1996
<b>365 Ways to Motivate and Reward Your Employees Every Day--With Little or No Money</b>	Diane Podmoroff	Atlantic Pub. Group	2005	HF5549.5.I5P58 2005
<b>1,001 Ways to Inspire Your Organization, Your Team, and Yourself</b>	David E. Rye	Career Press	1998	HF5549.5.M63R935 1998
<b>Better than Perfect: How Gifted Bosses and Great Employees Can Lift the Performance of Those Around Them</b>	Dale Dauten	Career Press	2006	HD53.D377 2006
<b>Building a High Morale Workplace</b>	Anne Bruce	McGraw-Hill	2003	HF5549.5.M6B778 2003
<b>Building Leaders: How Successful Companies Develop The Next Generation</b>	Jay A. Conger, Beth Benjamin	Jossey-Bass	1999	HD57.7.C658 1999
<b>Career Development and Counseling: Putting Theory and Research to Work</b>	Brown, Steven D. (Steven Douglas)	John Wiley	2005	HF5381.C26573 2005
<b>Career Planning and Succession Management: Developing Your Organization's Talent--For Today and Tomorrow</b>	William J. Rothwell, Robert D. Jackson, Shaun C. Knight, and John E. Lindholm	Praeger Publishers	2005	HF5549.5.C35C39 2005

Book Title	Author	Publisher	Year	Call Number
<b>Coaching Basics: A Complete, How-To Guide To Help You Understand The Value Of Coaching, Create Results-Driven Coaching, Increase Organizational Effectiveness</b>	Lisa Haneberg	ASTD Press	2006	HF5549.5. C53H36 2006
<b>Coaching, Counseling &amp; Mentoring: How To Choose &amp; Use The Right Technique To Boost Employee Performance</b>	Florence M. Stone	AMACOM	1999	HF5385.S7 6 1999
<b>Coaching For Leadership: How The World's Greatest Coaches Help Leaders Learn</b>	edited by Marshall Goldsmith, Laurence Lyons, Alyssa Freas	Jossey Bass/ Pfeiffer	2000	HD30.4.C6 3 2000
<b>Coaching, Mentoring, And Managing: A Coach Guidebook</b>	Micki Holliday	Career Press	2001	HF5385.C6 3 2001
<b>Co-Active Coaching: New Skills For Coaching People Toward Success In Work And Life</b>	Laura Whitworth, Henry Kimsey-House, Phil Sandahl	Davies-Black	1998	BF637.S4 W484 1998
<b>The Complete Guide to Coaching At Work</b>	Perry Zeus, Suzanne Skiffington	McGraw-Hill	2000	5549.5.T7Z 38 2001
<b>Culture of Fear: Risk-Taking and The Morality Of Low Expectation</b>	Frank Furedi	Continuum	2002	HM201.F9 45 2002
<b>The Delegator-Delegatee Assessment</b>	Jim Milliken	CRM Press	1998	HD50.D45 2 1998
<b>Developing Employee Capital: Setting The Stage For Lifelong Learning</b>	David Kalamas Joan Berry Kalamas	HRD Press	2004	4904.7.K31 5 2004

Book Title	Author	Publisher	Year	Call Number
<b>Don't Kill The Bosses: Escaping The Hierarchy Trap</b>	Samuel A. Culbert and John B. Ullmen	Berrett-Koehler	2001	HD58.8.C8 5 2001
<b>Executive Coaching: Developing Managerial Wisdom In A World Of Chaos</b>	Richard R. Kilburg	American Psychological Association	2000	HD30.4.K5 4 2000
<b>Executive Coaching: Practices &amp; Perspectives</b>	Catherine Fitzgerald, Jennifer Garvey Berger	Davies-Black Pub	2002	HD30.4.E9 38 2002
<b>Executive Coaching With Backbone And Heart : A Systems Approach To Engaging Leaders With Their Challenges</b>	Mary Beth O'Neill	Jossey-Bass Publishers	2000	HD30.4.O5 3 2000
<b>Flight of the Buffalo: Soaring to Excellence, Learning to let Employees Lead</b>	James A. Belasco & Ralph C. Stayer	Warner Books	1993	HD57.7.B4 47 1994
<b>Gung Ho!</b>	Ken Blanchard, Sheldon Bowles	Morrow	1998	HF5549.5. M63B557 1998
<b>Handbook of Competence and Motivation</b>	edited by Andrew J. Elliot, Carol S. Dweck; foreword by Martin V. Covington	Guilford Press	2005	BF504.H36 2005
<b>The Heart of Coaching: Using Transformational Coaching To Create a High-Performance Culture</b>	Thomas G. Crane with Lerissa Patrick	FTA Press	2001	HD66.C69 2001

Book Title	Author	Publisher	Year	Call Number
<b>Improving Employee Performance through Appraisal and Coaching</b>	Donald L. Kirkpatrick foreword by Dick Grote	American Management Association	2006	HF5549.5. R3K54 2006
<b>The Leadership Pill: The Missing Ingredient in Motivating People Today</b>	Ken Blanchard and Marc Muchnick	Free Press	2003	HD57.7.B5 614 2003
<b>Leading Up: How to Lead your Boss so you Both Win</b>	Michael Useem	Crown Business	2001	HD57.7.B5 614 2003
<b>The Lighter Side of Staff Development</b>	Aaron Bacall	Corwin Press	2005	NC1429.B 127A4 2005
<b>Managing Einsteins: Leading High-Tech Workers in the Digital Age</b>	John M. Ivancevich, Thomas N. Duening	McGraw-Hill	2002	HD30.2.I93 2002
<b>Managing Knowledge Workers: Unleashing Innovation and Productivity</b>	A.D. Amar	Quorum Books	2002	HD30.2.A4 3 2002
<b>Masterful Coaching</b>	Robert Hargrove	Jossey-Bass	2003	HD66.H37 2003
<b>Mentoring Students &amp; Young People: A Handbook of Effective Practice</b>	Andrew Miller. Kogan Page	Stylus Pub	2002	LB1731.4. M55 2002
<b>The Mismanagement of Talent: Employability and Jobs in the Knowledge Economy</b>	Phillip Brown and Anthony Hesketh with Sara Williams	Oxford University Press	2004	HF5549.5. S38B76 2004
<b>Monday Morning Leadership: 8 Mentoring Sessions You Can't Afford To Miss</b>	David Cottrell	CornerStone Leadership Institute	2002	HD57.7.C6 77 2002
<b>The Power of an Hour: Business and Life Mastery in One Hour A Week</b>	Dave Lakhani.	John Wiley & Sons	2006	HD38.2.L3 45 2006

Book Title	Author	Publisher	Year	Call Number
<b>Revved! : An Incredible Way to Rev Up Your Workplace and Achieve Amazing Results</b>	Harry Paul and Ross Reck	McGraw-Hill	2006	HF5549.5.M6P38 2006
<b>Secrets of an Executive Coach: Proven Methods for Helping Leaders Excel Under Pressure</b>	Alan Downs	AMACOM	2002	HD30.4.D6 75 2002
<b>Seeing is Believing: How the New Art Of Visual Management Can Boost Performance throughout Your Organization</b>	Stewart Liff and Pamela A. Posey	AMACOM	2004	HD30.3.L5 3 2004
<b>The Set-Up-To-Fail Syndrome: How Good Managers Cause Great People To Fail</b>	Jean-François Manzoni, Jean-Louis Barsoux	Harvard Business School Press	2002	HF5549.12 .M364 2002
<b>The Strategic Development of Talent</b>	William J. Rothwell, H.C. Kazanas	HRD Press	2003	HF5549.5.M3R664 2003
<b>Successful New Employee Orientation: A Step-By-Step Guide for Designing, Facilitating, and Evaluating Your Program</b>	Jean Barbazette	Pfeiffer	2007	HF5549.5.I 53B37 2007
<b>Succession Planning: Career Development</b>	Marilyn Buckner, Lynn Slavenski	American Society for Training and Development	2000	HD38.2.B8 35 2000
<b>Surviving Job Stress: How to Overcome Workday Pressures</b>	John B. Arden	Career Press	2002	HF5548.85 .A73 2002

Book Title	Author	Publisher	Year	Call Number
<b>The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People</b>	Lance A. Berger, Dorothy R. Berger.	McGraw-Hill	2004	HF5549.5.C35B474 2004
<b>There Is No Place Like Work: Seven Leadership Insights For Creating A Workplace To Call Home</b>	Sheila L. Margolis, Ava S. Wilensky	Gibbs Smith	2006	HD6955.M336 2006
<b>The Three Signs of a Miserable Job: A Fable For Managers (And Their Employees)</b>	Patrick Lencioni	Jossey-Bass	2007	HF5549.5.J63L46 2007
<b>Transforming Leadership: Equipping Yourself And Coaching Others To Build The Leadership Organization</b>	Terry D. Anderson; with Ron Ford and Marilyn Hamilton	St. Lucie Press	1998	HD57.7.A53 1998
<b>Transforming Work: The Five Keys to Achieving Trust, Commitment, and Passion in the Workplace</b>	Patricia E. Boverie and Michael Kroth	Perseus Pub.	2001	HD58.7.B685 2001
<b>Why Pride Matters More Than Money: The Power of the World's Greatest Motivational Force</b>	Jon R. Katzenbach	Crown Business	2003	HF5549.5.M63K377 2003
<b>Workforce Wake-Up Call: Your Workforce is Changing, Are You?</b>	Robert P. Gandossy	Wiley	2006	HD4904.7.W67 2006
<b>Valuing People: How Human Capital Can Be Your Strongest Asset</b>	Lisa M. Aldisert	Dearborn Trade Publications	2002	HD4904.7.A437 2002

## Academic Journals and Articles on Developing Others

### [Chapter 10: Corrective Coaching To Develop Emotional Intelligence.](#)

Chapter 10 of the book "Coaching for Emotional Intelligence" is presented. It discusses the application of corrective coaching by managers or team leaders to help develop employees' emotional intelligence. It outlines core beliefs that form the basis for the author's approach to coaching for emotional intelligence, such as the importance of raising self-awareness, as well as potential behaviors that would require corrective coaching.

**Author:** Wall, Bob

**Source:** In Coaching for Emotional Intelligence, 150-162. American Management Association International, 2007.

### [Creating a New Mindset.](#)

Mentoring has proven again and again to be an effective workforce development tool. A 2009 study by Triple Creek looked at the impact of e-mentoring (specifically "open mentoring") on productivity and effectiveness. Eighty-eight percent of open mentoring users agreed that their productivity increased due to mentoring, and 97 percent of users who spent at least one hour per month on mentoring were satisfied with their experience. Participants rated "expanding my network," "interpersonal effectiveness," and "confidence in role" as the top three areas in which they improved the most as a result of mentoring. The practice of mentoring has changed during the last decade, expanding into the world of virtual relationships and multiparticipant interactions. Those who lead mentoring programs need to help reposition the user mindset around what mentoring is, what it can be, and how it can affect participants. Today's definition of mentoring allows for a richer experience and more utility than mentoring of the past. Understanding five significant shifts in the practice of mentoring can help lay the groundwork for creating a new mentoring mindset. The possibilities for communicating with your potential mentoring participants are endless. Deliver a message that they'll identify with to ensure greater success as you create a new mentoring mindset. [ABSTRACT FROM PUBLISHER]

**Author:** Emelo, Randy

**Source:** T+D 65, no. 1 (January 2011): 44



### **Goal Setting and Performance Management in the Public Sector.**

The public sector in North America as well as parts of Europe is increasingly adopting a performance management system that includes goal setting, coaching, and the evaluation of an employee on goal attainment. The purpose of this article is three-fold. First, the extant literature on goal setting for individual employees is summarized in terms of its applicability to the public sector. Second, the importance of context to goal setting and performance management in the United States and Italy is discussed. Third, coaching techniques, based on theory and empirical evidence, for increasing the probability of goal attainment by public sector employees are examined. [ABSTRACT FROM AUTHOR]

**Authors:** Latham, Gary P., Laura Borgogni, and Laura Petitta

**Source:** International Public Management Journal 11, no. 4  
(December 15, 2008): 385-403.

### **Got High Potentials?**

The article discusses how to develop employees who have high potentials to become company leaders. As retirees prepare for retirement, companies are worried of facing a leadership gap if too many too many up-and-comers are left to flounder. This makes succession planning, career development, and leadership development even are more important. Developing an employee's potential involves leveraging employee relationships, ensuring credible organizational commitment, and structuring challenges within job experiences.

**Author:** Dolezalek, Holly

**Source:** Training 44, no. 1 (January 2007): 18-22.

### **Having Their Backs: Improving Managers' Skills in Developing Others.**

Developing others is a leadership competency of increasing importance; however, many managers don't really know how and lack the support they need from their organization. The first step in developing others is to put in place an employee development framework that encompasses processes, resources, and a culture that values learning and development. Many organizations have accomplished this but have failed to follow through by equipping their managers with the skills and knowledge they need to develop their direct reports. A fairly small investment in improving managers' skills can produce significant improvements in the effectiveness of employee development programs, offering an attractive bargain to companies in these tough economic times. Sharon Daniels, CEO of AchieveGlobal, sees a difference between coaching and mentoring, and developing others. Daniels also points out that senior leadership should avoid weighing managers down with administrative duties so that they have time to develop their staff.



Employees and managers need to know what skills are required for successful job performance and the paths to take for development and career advancement. Competency models for jobs and a career path or career map provide this information. In working with clients, Daniels has encountered many companies that don't have competency models for managers. Some that do use competencies have failed to align them with what is needed for successfully achieving their organization's strategic goals. [ABSTRACT FROM PUBLISHER]

**Author:** Brown, Preston "Tim"

**Source:** T+D 64, no. 4 (April 2010): 60

### [Helping Employees Step Up](#)

The article discusses the responsibilities of a human resource (HR) department in handling employee promotions. Ed Santry of Pittsburgh for NiSource Inc. says meeting with internal candidates not selected for a promotion is an important part of the process of developing employees within an organization. He adds that whether a promotion succeeds over the long run can depend on how effectively HR contributes to the process of moving an employee up the career ladder. HR must also facilitate promotions by providing employees with career coaching.

**Author:** Tyler, Kathryn

**Source:** HRMagazine 52, no. 8 (August 2007): 48.

### [How Supervisors Influence Performance: A Multilevel Study of Coaching and Group Management in Technology-Mediated Services.](#)

This multilevel study examines the role of supervisors in improving employee performance through the use of coaching and group management practices. It examines the individual and synergistic effects of these management practices. The research subjects are call center agents in highly standardized jobs, and the organizational context is one in which calls, or task assignments, are randomly distributed via automated technology, providing a quasi-experimental approach in a real-world context. Results show that the amount of coaching that an employee received each month predicted objective performance improvements over time. Moreover, workers exhibited higher performance where their supervisor emphasized group assignments and group incentives and where technology was more automated. Finally, the positive relationship between coaching and performance was stronger where supervisors made greater use of group incentives, where technology was less automated, and where technological changes were less frequent. Implications and potential limitations of the present study are discussed. [ABSTRACT FROM AUTHOR]

**Authors:** Liu, Xiangmin, and Rosemary Batt

**Source:** Personnel Psychology 63, no. 2 (Summer 2010): 265-298.

### **IDP 2.0: The Future of the Development Dialogue.**

With advancing technology and an impending labor crisis on the horizon, there is a greater need than ever to find and nurture the talent within our organizations. We have greatly improved in succession planning, but we have failed miserably in the opposite talent development process: "buried treasure" planning. Perhaps we already have the talent we need within our organizations; we have just not looked widely or deeply enough, and many resources continue to be untapped. Modern organizations must re-engage a tool that has great potential: the individual development plan, or IDP. For decades, organizations have suggested that managers hold IDP discussions or development dialogues (my favorite term, but call it what you wish) with their direct reports. Sometimes these were held as part of the performance management process, and sometimes they were separated out. All too often, however, they were poorly done, if they even took place. And frequently, they were only taken seriously when used to surface high-potential talent or weed out unsatisfactory workers. The process was frequently ignored or de-emphasized with the "massive middle" of employees—the vast majority of the actual workforce. Organizations today must realize that they can no longer afford to give short shrift to a tool that, when used effectively, can be a critical part of the talent management process. [ABSTRACT FROM AUTHOR]

**Author:** Kaye, Beverly

**Source:** T+D 64, no. 12 (December 2010): 52

### **Individual Development Plans: The Building Blocks of Development.**

Focuses on the advantages of discussing the employee's individual development plans (IDP) with managers and employers to personnel management. Information on the IDP process developed by General Mills after its merger with Pillsbury; Concept of the LINK IDP system created by Sprint for its employees; Benefits of the competency-based performance model of DPR Construction to personnel development

**Author:** Ellis, Kristine

**Source:** Training 41, no. 12 (December 2004): 20-25

### **Mentoring Millennials.**

The article focuses on Generation Y, the people who were born between the years 1977 and 1997 and are also known as the Millennials, and on

mentoring in business. Research by the authors indicates that the Millennial generation is a socially aware group who want to be engaged with work that is fulfilling and purposeful and that they expect to feel successful in their work. The concept of microfeedback and its use in coaching employees is discussed. The microfeedback system, which was developed by executive Susan Hutt, is similar to that of a social networking company called Twitter. The characteristics that Millennials want a boss and a company to have and five things that Millennials want to learn are noted. Examples are given of group, anonymous, and reverse mentoring approaches. INSETS: Mentoring with Microfeedback; What Millennials Want.

**Authors:** Meister, Jeanne C., and Karie Willyerd

**Source:** Harvard Business Review 88, no. 5 (May 2010): 68-72

### **Power Steering.**

The author expresses his views on how to apply high-performance coaching in companies. He explains that employers should create a working environment that combines coaching, mentoring, training and development. He talks about his intention to help employees establish personal goals that are in line with the goals of the company. Also included are successful examples of high-performance coaching and outcome-based strategies.

**Author:** Harris, Mike

**Source:** People Management (April 22, 2010): 28

### **Public Management Mentoring: A Three-Tier Model.**

Despite the abundance of literature discussing the individual and organizational outcomes of mentoring, this general literature remains virtually silent on the role of mentoring in the public sector. The authors review and critique the mentoring literature, indicating its limitations for understanding mentoring in a public management context. In particular, the authors highlight the interdependence of organizations, the opportunity structures of the public sector, and public service motivation that mediate the outcomes of mentoring in the public sector. The authors then present a three-tier model that focuses on public management mentoring outcomes. The three-tier model marries the unique context of public sector work to the extensive mentoring literature and lays the groundwork for a theory of public management mentoring. The authors employ the model to generate propositions about public management mentoring outcomes. These propositions should prove useful for theory development but also for application in public sector mentoring relationships and programs. [ABSTRACT FROM AUTHOR]

**Authors:** Bozeman, Barry, and Mary K. Feeney

**Source:** Review of Public Personnel Administration 29, no. 2 (June 2009): 134-157

### **Unleashing the Power of Anytime Coaching**

The article discusses the significance of the anytime coaching approach in bringing out the best of the employees' performance over time in the U.S. It reveals the four key practices on the approach, such as observing, inquiring, listening and responding and the outstanding public sector managers and coaches who use such model including those from the Governmental Accountability Office (GAO), the Central Intelligence Agency and the Department of Health and Services University. It notes the struggle of a manager of the federal agency in exposing his employees to a "fast results gene" (FRG) impulse. Moreover, the article distinguishes the coaching approach to managing people on the emphasis on micro-performance improvements.

**Authors:** Kloster, Teresa Wedding, and Wendy Sherwin Swire

**Source:** Public Manager 39, no. 1 (Spring 2010): 49-53

### **Virtual Coaching: Using Technology to Boost Performance.**

The article presents information on the use of online and electronic resources for coaching employees. This is referred to as virtual coaching or electronic coaching (e-coaching). The distinction between electronic learning (e-learning) and e-coaching is described as the difference between theory and practice.

**Authors:** Ahrend, Grace, Fred Diamond, and Pat Gillwebber

**Source:** Chief Learning Officer 9, no. 7 (July 2010): 44-47.

## Books Available On-Line

[100 Ways to Motivate Others](#) by Steve Chandler & Scott Richardson. Career Press, 2008

[Agile Career Development: Lessons and Approaches from IBM](#) By Mary Ann Bopp, Diana A. Bing, & Sheila forte-Trammell. IBM Press, 2009

[The AMA Guide to Management Development](#) by Daniel R. Tobin & Margaret S. Pettingell. AMACOM, 2008

[The AMA Handbook of Leadership](#) by Marshall Goldsmith, John Baldoni, & Sarah McArthur. AMACOM, 2010

[Army of Entrepreneurs: Create an Engaged and Empowered Workforce for Exceptional Business Growth](#) by Jennifer Prosek. AMACOM, 2011

[The Busy Manager's Guide to Delegation](#) by Richard A. Luecke and Perry McIntosh. AMACOM, 2009

[The Coaching Connection: A Manager's Guide to Developing Individual Potential in the Context of the Organization](#) by Paul J. Gorrell & John Hoover. AMACOM, 2009

[Coaching: Evoking Excellence in Others](#) by James Flaherty. Butterworth-Heinemann, 2010

[Coach's Guide to Developing Exemplary Leaders: Making the Most of the Leadership Challenge and the Leadership Practices Inventory](#) by James M. Kouzes, Barry Z. Posner and Elaine Biech. Pfeiffer, 2010.

[Competency-Based Performance Reviews](#) by Robin Kessler. Career Press, 2008

[Developing Employee Talent to Perform: People Power](#) by Kim Warren. Business Expert Press, 2009.

[Developing Your Conflict Competence: A Hands-On Guide for Leaders, Managers, Facilitators, and Teams](#) by Craig E. Runde and Tim A. Flanagan. Jossey-Bass, 2010

[Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within, Fourth Edition](#) by William J. Rothwell. AMACOM, 2010

[The Essential Ken Blanchard Collection](#) by Colleen Barrett, Garry Ridge, & Ken Blanchard. FT Press, 2011

[First Things Fast: A Handbook for Performance Analysis, Second Edition](#) by Allison Rossett. Pfeiffer, 2009

[Further Techniques for Coaching and Mentoring](#) By David Megginson & David Clutterbuck. Butterworth-Heinemann, 2009

[Handbook of Workplace Assessment: Evidence-Based Practices for Selecting and Developing Organizational Talent](#) by John C. Scott and Douglas H. Reynolds. Pfeiffer, 2009

[The Heart of Leadership: Motivating Others](#) by Russell E. Palmer, 2010

[Helping People Win at Work: A Business Philosophy Called “Don’t Mark My Paper, Help Me Get an A”](#) by Ken Blanchard & Garry Ridge. FT Press, 2009  
[How to Motivate Employees](#) by Martha I. Finney. FT Press, 2010.

[Intelligent Mentoring: How IBM Creates Value through People, Knowledge and Relationships](#) by Audrey J. Murrell, Sheila Forte-Trammell and Diana A. Bing. IBM Press, 2008

[Improving Succession Plans: Harnessing the Power of Learning and Development](#) by Carol L. Morrison ASTD, 2010  
[Invaluable Knowledge: Securing Your Company's Technical Expertise](#) by William Rothwell. AMACOM, 2011

[It Starts with One: Changing Individuals Changes Organizations, Second Edition](#) By J. Stewart Black - INSEAD; Hal B Gregersen - INSEAD. Pearson Prentice Hall, 2008

[THE LEADERSHIP CHALLENGE](#) by James M. Kouzes & Barry Z. Posner. John Wiley & Sons, 2008

[Leading at a Higher Level, Revised and Expanded Edition: Blanchard on Leadership and Creating High Performing Organizations](#) by Ken Blanchard. FT Press, 2009

[Management Extra: Development for High Performance](#) Pergamon Flexible Learning, 2008

[The Manager’s Coaching Toolkit: Fast and Simple Solutions for Busy Managers](#) by Dr. David Allamby. FT Press, 2009

[The Manager’s Guide to HR: Hiring, Firing, Performance Evaluations, Documentation, Benefits, and Everything Else You Need to Know](#) By Max Muller. AMACOM, 2009

[\*\*The Manager's Guide to Maximizing Employee Potential: Quick and Easy Strategies to Develop Talent Every Day\*\*](#) by William J. Rothwell. AMACOM, 2009

[\*\*Managing Research, Development, and Innovation: Managing the Unmanageable\*\*](#) by Ravi K. Jain, Harry C. Triandis and Cynthia Wagner Weick. Sybex, 2010

[Chapter 6 - Motivation in R&D Organizations](#)

[\*\*Masterful Coaching\*\*](#) by Robert Hargrove. John Wiley & sons, 2008.

[\*\*Motivating Those You Lead\*\*](#) by Karen Otazo. FT Press, 2010

[\*\*Performance Appraisals & Phrases For Dummies®\*\*](#) By Ken Lloyd. For Dummies, 2009

[\*\*Perspectives on Managing Employees\*\*](#) by Michael A. Course Technology PTR, 2009

[\*\*Results Through Relationships: Building Trust, Performance, and Profit Through People\*\*](#) by Joe Takash. John Wiley & Sons, 2008

[\*\*Surviving the Baby Boomer Exodus: Capturing Knowledge for Gen X and Gen Y Employees\*\*](#) by Ken Ball & Gina Gotsill. Course Technology PTR, 2010

[\*\*The Truth About Creating Effective Feedback Loops with Your Employees\*\*](#) By William S. Kane. FT Press, 2010

[\*\*The Truth About Performance Evaluations\*\*](#) By:Stephen P. Robbins. FT Press, 2010

[\*\*The Truth about Employee Engagement\*\*](#) by Martha I. Finney. FT Press, 2010.

[\*\*The Truth about Talent: A guide to building a dynamic workforce, realizing potential and helping leaders succeed\*\*](#) By Jacqueline Davies & Jeremy Kourdi. John Wiley & Sons, 2010

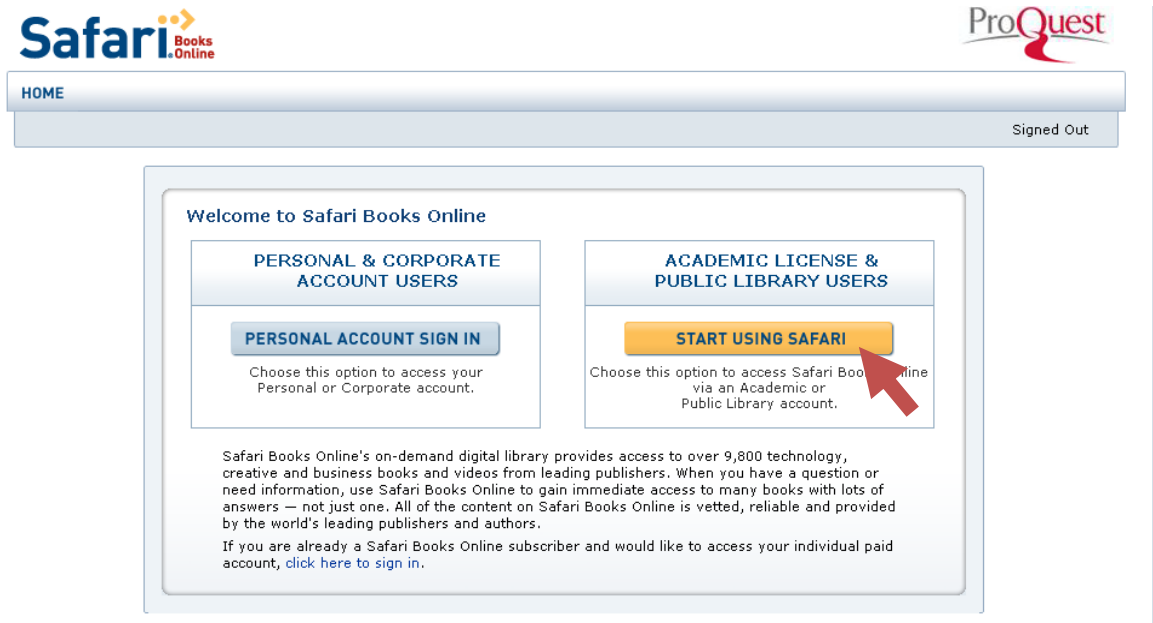
[\*\*The Why of Work: How Great Leaders Build Abundant Organizations That Win\*\*](#) by David Ulrich, Wendy Ulrich and Marshall Goldsmith. McGraw Hill, 2010

[Chapter 4 – Where Am I Going? \(Purpose and Motivation\)](#)

[Chapter 6 – How Do I Build a Positive Work Environment? \(Effective Work Culture or Setting\)](#)

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Developing Others Videos Available for Checkout

Video Title	Description	Format/ Length	Year	Call Number
<b>40 Hours: Invest in Yourself</b>	This employee development program will inspire employees to maximize their workdays and to take more ownership of their job satisfaction.	VHS/DV D 20 Minutes	2003	HF 5549.5 J63 F67 2003
<b>After All, You're the Supervisor!</b>	This training program addresses effective supervision, teaching new and seasoned supervisors how to reach for, and achieve, greater success with these 10 learning objectives: acknowledge your new role; plan and prioritize team tasks; be accessible to your team; encourage teamwork; model desired behaviors; problem solve; delegate; communicate upward and downward; discipline effectively; and provide praise and recognition.	VHS/DV D 40 Minutes 2 Videos	2002	HF5549.12.A4 8 2002
<b>The Art of Coaching In Business</b>	Designed to help managers at all levels learn how coaching impacts the bottom line, and to use the coaching process to improve their associates' performance.	DVD/22 Minutes	2002	HF5549.5.M 63A78 2002
<b>A Basic Toolkit: Good Manager &amp; Good Employee Skills</b>	Offers a practical, grounded approach to improving the workplace environment and advancing your career.	VHS/120 Minutes	2003	Z682 S64 2003
<b>Best of Motives: Part 1: Nobody Ever Tells Us</b>	This video examines leadership skills and one of the fundamentals of motivation: communication about the job. Film deals with three concepts: information about the job, how it fits into the big picture and why it matters; feedback and letting employee measure own performance; and recognition and praise for exceptional achievements	VHS/32 Minutes	1994	HF5549.5 M63 B47 1994
<b>Best of Motives: Part 2: Nobody Ever Asks Us</b>	Part 2 of this film series looks at leadership skills and the second part of motivation which is asking for feedback.	VHS 27 Minutes	1994	HF5549.5 M63 B47 1994

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Video Title	Description	Format/ Length	Year	Call Number
	Film deals with 3 concepts: listening to comments and ideas from workforce; involving employees in decisions and using their knowledge and experience; and empowering employees to achieve results not just to perform tasks.			
<b>A Case of Working Smarter, Not Harder</b>	This film focuses on one manager's development from an overworked, compulsive problem-solver to an innovator whose unique system draws public attention. Key management issues: decision making, coaching, planning, controlling, employee development, team development, and time management.	VHS/15 Minutes	1985	HD50 C37 1985
<b>The Coach</b>	The package shows how important it is for managers to identify their role in providing opportunities and implementing coaching programs. It provides a logical structure to help plan and conduct coaching sessions, and demonstrates the skills needed to become a good coach.	DVD/ 26 Minutes	2007	HF5549.5.T 7C62 2007
<b>Coaching</b>	Explains how a supervisor can help his employees improve their work performance. Gives five specific steps for improving performance; preparing the learner, demonstrating the operation, creating a positive atmosphere, having the learner perform the operation and implementing a follow-up program.	VHS/30 Minutes	1993	HF5549.5.T 7C68 1993
<b>Coaching Challenges</b>	Aimed at assisting staff at all levels to manage challenging coaching situations constructively.	DVD/37 Minutes	2003	HF5549.5.C 53C633 2003



Video Title	Description	Format/ Length	Year	Call Number
<b>Coaching From the Heart: You Can Inspire Anyone to Be a Winner</b>	Presents five secrets of effective C.O.A.C.H.: Conviction-driven, Overlearning, Audible-ready, Consistency, Honesty-based. Encourages managers to lead and motivate their teams to peak performance.	VHS/26 Minutes	1996	HD57.7.C6 1996
<b>Delegating</b>	This film examines the hidden traps that can undermine management efforts and provides basic steps to aid you in easing your own workload and building a more efficient department; covers the need for delegating, the benefits of delegating, and the techniques of delegating.	VHS/30 Minutes	1981	HD50 D45 1981
<b>Face to Face: Coaching for Improved Work Performance</b>	Presents Ferd Fournies' step-by-step coaching process and tells managers how to improve work performances by changing behavior, not people. Based on the book entitled: Coaching for improved work performance.	VHS/30 Minutes	1981	HF5549.12. F682 1981
<b>Fish! Catch the Energy, Release the Potential!</b>	Shows employees how to generate the energy needed for a high- morale work environment. Highlights four main concepts: play, make their day, be there, and choose your attitude. Also portrays the playful atmosphere necessary for creativity to flourish, as embodied by the World Famous Pike Place Fish Market of Seattle, Washington.	VHS/17 Minutes	2008	HF5549.5.M 63F574 2008

Video Title	Description	Format/ Length	Year	Call Number
<b>Flight of the Buffalo: Soaring to Excellence: Learning to Let Employees Lead</b>	Authors and management consultants James A. Belasco and Ralph C. Stayer help America's top businesses and governmental agencies achieve success by challenging traditional management practices. Using this video, viewers can learn to: replace 'top-down' management with employee empowerment; tap the capabilities of all the employees in the company; vest employees with responsibility for solving their own problems; and create meaningful, face-to-face relationships between customers and employees... build trust, increase satisfaction and sales by putting the customer at the center of your organization.	VHS/30 Minutes	1994	HD57.7 B4472 1994
<b>Four Cs of Coaching Skills</b>	Demonstrated ways to improve performance management and explains the difference between training, coaching, and counseling. Effectively illustrates a variety of customer-service related coaching situations.	VHS/23 Minutes	1998	HF5541.T4T 44 no. 4
<b>Giving Leadership Away</b>	The greatest challenge for team leaders is to let go of their work. The leader's job is to provide the tools, motivation and direction the team members need to do the work itself. Unfortunately, many leaders get no formal training in running a team. In this video, a newly promoted team leader learns that giving leadership away is not as easy as it seems. Used to making decisions himself, he starts making decisions for the team, inadvertently preventing them from doing their jobs. And when he does try to share responsibility, team members are not always willing or able to take on the task. The solution comes surprisingly from a jar of Legos and some unconventional advice. They provide him with the direction he needs to begin sharing leadership and fostering everyone's potential.	VHS/19 Minutes	1998	HD30.4 G58 1998

Video Title	Description	Format/ Length	Year	Call Number
<b>The Helping Hand: Coaching Skills for Managers</b>	This two-part program looks at the manager's direct role in coaching staff. It shows how they can win the confidence and support of their employees by coaching them to cope more effectively with existing tasks and new responsibilities. The steps for a coaching session include: identify the goals for the task and for the coaching session; listen actively; draw out the consequences of actions by asking questions; share experiences, including mistakes; set the parameters of the staff member's tasks and responsibilities; authorize and empower the staff member; recap the meeting and confirm actions to take before the next meeting.	DVD/38 Minutes	2007	HD30.4.H45 2007
<b>Leadership: Uncommon Reminders for Bringing Out the Best in Yourself and Others / Robert K. Cooper presents</b>	This video provides uncommon yet ultra-practical guidance on how to bring out more of the best in yourself and others. The word 'leadership' means the act of making a difference and achieving priority results through people.	VHS/5 Minutes	2000	HD57.7 L43 2000
<b>Leading by Example: Mentoring and Coaching for Effective Leadership</b>	Uses the early life of Anne Sullivan's teaching and mentoring of Helen Keller to serve as a model for how practicing leadership on a personal level can prepare one to exert influence as a leader on a larger scale.	DVD/23 Minutes	1998	HF5385.L43 4 1998
<b>Light the Fire: Leveraging Appraisals for Maximum Performance</b>	Managing and appraising employee performance is a critical job for all leaders and managers. This video is designed to help participants understand and practice how to write goals and objectives that are aligned with and support their business; think about the entire scope of job responsibilities; see the benefits of coaching and mentoring; and identify personal skills and growth needs required to attain goals.	VHS/24 Minutes	2004	HF5549.5 R3 L54 2004

Video Title	Description	Format/ Length	Year	Call Number
<b>Managing From the Heart</b>	Put more heart into your management skills. Learn the importance of acknowledging the positive reasons behind new ideas. Never make others feel wrong, regardless the merit of the suggestion. Management is not all about brains, for it involves psychological and emotional subtleties as well, all of which are explained and illustrated in this program. Supplement your management techniques today with this program. Through it, both seasoned managers and incoming ones will also recognize that everyone has a potential to grow, especially if it is positively acknowledged by a great leader who supports them and makes them feel valued and respected.	DVD/30 Minutes	2001	HD 38 M315 2001
<b>Mentoring Partnership Workshop: Introduction to Mentoring, Video Case Studies</b>	The story line presents a challenging situation related to mentoring which contains a number of themes that participants need to address.	DVD/19 Minutes	2005	HF5385 M46 2005
<b>Motivation: Igniting Exceptional Performance</b>	Create a work environment where people do their very best every single day. Based on the proven strategies of the best-selling book 1001 Ways to Energize Employees, this documentary-style video uses real-life examples from managers and employees at United Airlines and Boardroom, Inc. to illustrate practical techniques and approaches that managers at all levels can implement.	VHS/DV D 21 Minutes	1998	HF5549.5 M63 M67 1998

Video Title	Description	Format/ Length	Year	Call Number
<b>Negaholics: How to Handle Negativity in the Workplace</b>	If phrases like 'That'll never work,' 'I just can't do it,' and 'Things are terrible around here' sound all too familiar, chances are that you deal with Negaholics on a regular basis. Individuals who are addicted to negative behavior and negative thinking can slow projects to a grinding halt, destroy team spirit, spread their poisonous attitudes throughout the workplace – and make life miserable for people who have to work with them. This video provides you with some powerful tools and strategies that can transform negative attitudes into positive behaviors.	VHS/3 60- Minute videos	1999	HF5548.8 N44 1999
<b>Positive Discipline: How to Resolve Tough Performance Problems Quickly and Permanently</b>	This video teaches a five step process for correcting negative performance by: 1) identifying the problem (the gap between the actual & desired behavior); 2) analyzing the problem's severity; 3) discussing the problem with the employee; 4) documenting the discussion (including the history of the problem and what was said and agreed upon); and 5) following-up to monitor results (recognize improvements, or take action if the problem hasn't resolved.) This shows supervisors how-when done right-performance discussions can actually be a tool for coaching and developing employees.	VHS/DV D 24 Minutes	2006	HF 5549.5 L3 P67 2006 (DVD), HF 5549.5 L3 P67 2006 (VHS)
<b>Priorities for Life: Capacity &amp; Energy: Uncommon Reminders for Bringing Out the Best in Yourself and Others</b>	Robert Cooper is an acclaimed educator on how exceptional leaders and teams excel under pressure while everyone else is just competing or falling behind. He provides uncommon yet highly practical guidance on how to bring out more of the best in yourself and others in ways that can make the biggest difference: developing leadership, setting priorities, dealing with change, and increasing personal capacity. This is one of a 6 part program.	6-Part Program	2001	BF408 P75 2001



Video Title	Description	Format/ Length	Year	Call Number
<b>Productivity and the Self-Fulfilling Prophecy: The Pygmalion Effect, 2nd Ed.</b>	This revision shows the evolution of the self-fulfilling prophecy and how a manager's or instructor's expectations alone can influence and dramatically improve another person's performance. Updates the history of the Pygmalion effect, showing how it has been both a useful and a destructive tool throughout time, and how it can be harnessed to positively influence the behavior of people at all ages.	VHS/27 Minutes	1987	HF5549. 5 I5 P76 1987
<b>Pygmalion Effect: Power of Expectations, 3rd Ed.</b>	Through interviews with topic expert Dr. Robert Rosenthal and reenactment of a 'positive Pygmalion' success story, learn how positive/negative expectations create self-fulfilling prophecies. Understand how to develop the skills to positively influence coworkers and subordinates, raise the expectations of staff members and help individuals to believe more in their own ability to positively influence and lead others.	VHS/DV D 34 Minutes	2001	HF5549.5 I5 P93 2001
<b>Seeing Red Cars</b>	Encourages audiences to focus on what they do want instead of focusing on what they don't. By having a positive attitude and taking action, viewers will be motivated to move in the right direction for themselves and for their organization.	CD/DVD 10 Minutes	2008	HF5549.5.M 63 S451 2008
<b>Supervisory Skills in Action</b>	From learning patience to fostering empowerment, help your new managers understand the more complex and challenging qualities that every manager needs to be successful. <ul style="list-style-type: none"> <li>• Understand that a manager's role is to help others achieve, rather than do everything themselves.</li> <li>• Learn to motivate and understand those you may not have much in common with.</li> <li>• Realize how to confront team members that may attempt to undermine management.</li> <li>• Learn to use recognize when</li> </ul>	VHS/17 Minutes	2005	HF5549.12 S87 2005



Video Title	Description	Format/ Length	Year	Call Number
	constructive coaching techniques will help employees improve. The message that underlies everything is the importance of respect... respect for your colleagues, your responsibilities and respect for yourself.			
<b>The Three Signs of a Miserable Job</b>	Based on the book by the same title. Intended for organizations interested in transforming their culture, reducing turnover and making the lives of their employees more fulfilled. Video may be used by a single manager or in a classroom setting. Patrick Lencioni explores the three primary causes of job misery (anonymity, irrelevance, and lack of measurable progress or contribution) and ways for managers to avoid them.	DVD/45 Minutes	2008	HF5549.5.J 63T474 2008
<b>Training Ground: Supervisory Skills</b>	This video offers an overview of basic supervisory skills for supervisors with any level of experience. It covers: active listening skills; the five Ls for supervisors; giving and receiving feedback; time management and delegation skills, and progressive discipline and conflict resolution.	VHS/26 Minutes	1998	HF5549.5 T7 T73 1998
<b>We Need to Talk: Coaching Employees in the Workplace: A Practical Guide to Coaching Employees about Their Performance</b>	Performance coaching is the term used for meetings in which a manager wishes to help an employee improve a specific work behavior or skill. In this training session, participants will learn the key elements necessary for a productive performance coaching session. Presents typical workplace scenarios that will prepare managers for handling difficult issues, emotions, evasions, and diversions that get in the way of employee achievement and positive outcomes on a day-to-day basis.	VHS/23 Minutes	1997	HF5549.5.C 8W4 1997

Video Title	Description	Format/ Length	Year	Call Number
<b>When The Coach Is You!</b>	This program presents employee coaching situations in an accounting office, a hospital, and a medical technology service center. Initially the coaches use less than stellar coaching techniques and are met with resistance from employees. After learning strategies that help them become more effective coaches, they realize more positive results.	DVD/19 Minutes	2000	HF5549.5.T 7W482 2000
<b>WorkSmarts: How to Get Along, Get Noticed, and Get Ahead</b>	Shows employees and supervisors what it really takes to fit in and succeed in an organization.	VHS/18 Minutes	2003	HF 5549.5 T7 W677 2003
<b>Would I Follow Me?</b>	Inspire people to follow you with their hearts and minds. Viewers will learn effective leadership behaviors and appreciate the impact those behaviors have on the success of their work group. Some suggestions: don't dictate, facilitate; be honest and ethical; let people do their jobs; focus on the positive; use mistakes as opportunities; and be inclusive.	VHS/18 Minutes	2003	HD57.7 W68 2003
<b>Would I Inspire Me?</b>	What does it take to inspire a work group to greater commitment and productivity? It's not charisma. Rather, it's behavior that any well-intentioned leader can emulate, as this program demonstrates. The video follows Tom, a competent manager, on his quest to find out what makes Elliot, an exceptional manager in his organization, so inspiring to his workers. He learns that Elliot found what was meaningful in their work, and communicated that -- in words and actions.	DVD/16 Minutes	2007	HF5549.5.M 63W68 2007

Video Title	Description	Format/ Length	Year	Call Number
<b>You'll Soon Get the Hang of It: The Technique of One to One Training</b>	This program looks at both the theory and practice of training in a typically humorous and memorable fashion. It explains how important it is for managers and team leaders to have the skills to teach people in their care. It introduces a variety of scenarios to demonstrate the psychology of why people want to learn and then how to help them. Managers must undertake careful preparation and understand what is to be taught, and to whom the teaching is to be given. The lessons show how to put the training into context, break the process into digestible chunks, and ensure the trainee practices at every step.	DVD/27 Minutes	2006	HF5549.5.T 7Y687 2006

## Podcasts

**[A Coach's Dilemma: Resistance to Feedback](#)** — Increase the impact of your feedback by learning techniques to customize it.

**[Coaching for Results](#)** — Coaching is increasingly popular, but when your time and reputation are on the line, you need to know its true value. Coaching comes in many formats and can address many different issues; the key is to be clear on desired outcomes and work with a coach in a way that emphasizes action and results.

**[The Coaching Relationship](#)** — A good coaching outcome requires a good coaching relationship. Asking the right questions in the beginning sets the tone for a strong coaching partnership. In addition, you should also consider the expectations of your boss or organization. Whether you choose your own coach or are assigned one, you want to be sure that the coach has experience and skills that will help you face your goals and challenges.

**[Coaching Teams](#)** — Learn techniques on how to become an effective team coach.

**[The Confident Coach: Facing Your Challenges](#)** — Strategies on how to distinguish the coaching role from the managerial role and how to cultivate a trusting, open relationship with the coachee.

**[The Dynamics of Team Coaching](#)** — Team coaching involves a single coach - either a skilled outsider or team leader - working with a group of managers or executives. This type of coaching gives members of the group the opportunity to stretch beyond their current abilities. And by partnering with the team in the context of its everyday work challenges, the coach can introduce new ideas and see opportunities to improve team performance.

**[The Six Principles of Leadership Coaching](#)** — Discover the six core principles for coaching someone from an office or cubicle near you.

## [iTunes University Free Download](#)



**Business and  
Management**



**Leadership  
Development Practices**



**Leadership  
Development Tools**

## On-Line Courses For a Fee on Developing Change

### California Virtual Campus

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

### OTech - Training & Event Center, HALO (High Achievement Learning Organization) "Office Desk Courses"

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Website: <http://www.dts.ca.gov/training/default.asp>

Email: [training@state.ca.gov](mailto:training@state.ca.gov)

## Instructor-Led Courses For a Fee on Developing Others

### American River College

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: [info@arc.losrios.edu](mailto:info@arc.losrios.edu)

### College of Continuing Education, California State University Sacramento (CSUS)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: [http://www.cce.csus.edu/general\\_info/contactus.htm](http://www.cce.csus.edu/general_info/contactus.htm)

- Coaching, Mentoring, and Motivating Others (1 day)
- Communication and Coaching (1 day)
- Performance Management (1 day)
- Training and Development Management (2 days)

### Centre For Organizational Effectiveness

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: [info@tcfoe.com](mailto:info@tcfoe.com)

- Goal Setting with Staff (4 hours)
- Coaching for Improved Performance (4 hours)

### **Cooperative Personnel Services (CPS)**

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Website: [www.cps.ca.gov/training.aspx](http://www.cps.ca.gov/training.aspx)

Email: [trainingcenter@cps.ca.gov](mailto:trainingcenter@cps.ca.gov)

- Retaining/Motivating/Encouraging Employees (1 day)
- 360 Degree Feedback and Evaluation (1 day)
- Building High Performance Teams (1 day)
- Coaching and Skill Transfer Workshop (1 day)
- Coaching Skills for Leaders: The Next Level (1 day)
- Leading Effectively (1 day)
- Leading in Tough Times (1 day)
- Retaining/Motivating/Encouraging Employees (1 day)
- 360 Degree Feedback and Evaluation (1 day)
- Franklin Covey's Seven Habits for Managers (2 days)
- Performance Appraisal and the IDP (1 day)

### **Folsom Lake College**

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: <http://www.flc.losrios.edu/>, [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: [http://www.flc.losrios.edu/Contact\\_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

### **Los Rios Community College District, Business and Economic Development Center (BEDC)**

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: [WinnerB@losrios.edu](mailto:WinnerB@losrios.edu)

- Coaching for Results: Bringing out the Best in Your Employees (1-4 days)
- Coaching for Supervisors of Analysts (2 days)
- Coaching for Leaders: Maximize your Leadership Potential (1-3 days)
- On-the-Job Training: A Structured Approach to Developing Employee Skills (2days)



- Managing Organizational Behavior (2 days)
- Employee Evaluation and Planning (1 day)
- Mentoring Employees (1 day)
- Employee Needs Analysis (1 day)
- Matching Your Leadership Style to the Situation (1 day)
- Optimizing Employee Performance (1 day)- part of 80 hour supervisor series

### **OTech Training Center**

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Website: [www.training.ca.gov](http://www.training.ca.gov)

Email: [Training@state.ca.gov](mailto:Training@state.ca.gov)

- Coaching and Mentoring (1 day)

### **State Personnel Board (SPB)**

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: [ttp@spb.ca.gov](mailto:ttp@spb.ca.gov)

- How to Build and Maintain a High Performance Team (2 and 1/2 days part of the 80 hours series)
- Coaching and On the Job Training for Supervisors of Analysts (2 days)

# State Government Resources

## [Department of Personnel Administration \(DPA\)](#)

### [Appeal of Performance Appraisal](#)

### [Career Mentoring](#) - [SCIF](#) Presentation

[Employee Performance Management Cycle](#) – Shows how employee performance management is a process of planning, observing, developing, evaluating and recognizing employees as they perform on the job.

[Modernizing California's HR program](#) – Learning and Performance Management

### [Performance Appraisal Summary and Individual Development Plan](#)

[Sample Onboarding Plan](#) - For a first level supervisor: New Employee Orientation is not a one day event... and we can't afford to lose them after all the effort we have made to hire them. This tool reminds hiring managers and supervisors what steps they can take to ensure the needs of a new employee and the organization are addressed. Studies show that effective onboarding will increase retention and productivity.

### [Standard State of California Performance Evaluation form](#)

### [Supervisor's Responsibility During the Probation Period](#)

## [Office of Legislative Information](#)

### [Bill of Rights for Excluded Employees](#)

## Federal Government Resources

### [U.S. Office of Performance Management \(OPM\)](#)

Guidance for Federal Employees as it relates to the management of employee performance (i.e., planning, developing, monitoring, rating, and rewarding employee contributions), rather than performance-based or performance-oriented approaches to managing, measuring, and accounting for agency program performance Dealing with poor performers

### [Addressing and Resolving Poor Performance](#)

